

...to preserve, protect, and interpret the natural and cultural resources relating

KEWEENAW



NATIONAL
HISTORICAL
PARK

current and future generations through cooperative efforts and partnerships...

to the copper mining industry for the enjoyment and benefit of

GOVERNMENT PERFORMANCE AND RESULTS ACT

STRATEGIC PLAN

FOR

KEWEENAW NATIONAL HISTORICAL PARK

FISCAL YEARS 2005 - 2008

October 1, 2005 to September 30, 2008
Strategic Plan

for

Keweenaw National Historical Park

Approved: _____
Superintendent Date

Approved: _____
Chief, Interpretation & Education Date

Approved: _____
Chief, Museums, Archives
& Historical Services Date

Approved: _____
Chief, Preservation Services Date

Approved: _____
Management Assistant/
Park GPRA Coordinator Date

Results Act and Planning Cycle:

PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- * Mission statement based in law, executive order, etc.;
- * Long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- * How goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * Relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * Key external factors which could positively or negatively affect goal accomplishment;
- * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- * Developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- * Annual goals to incrementally achieve long-term goals in Strategic Plan;
- * Annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- * Basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- * What annual goals were met or exceeded;
- * What annual goals were not met;
- * Why annual goals were not met; and
- * What remedial action will be taken for goals not met.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals Will Be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can

be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

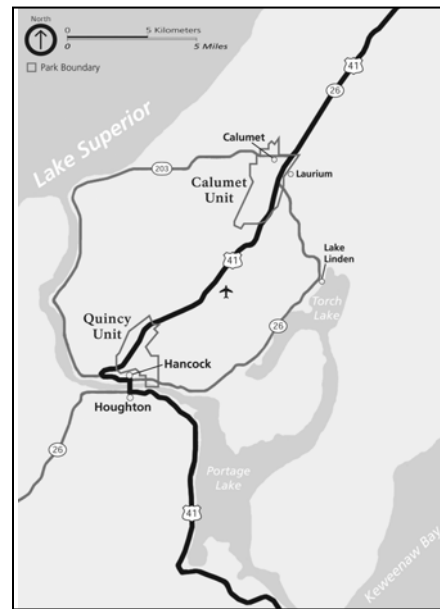
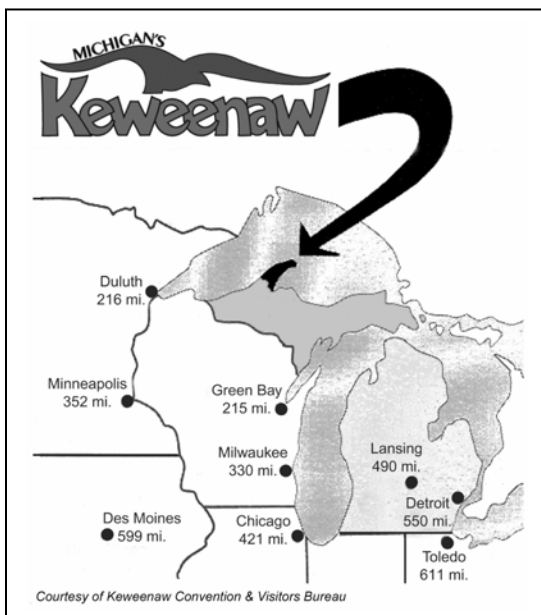
Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

ABOUT THE PARK

Keweenaw National Historical Park was established by the congressional enactment of Public Law 102-543 in 1992. It is located in northern Houghton County in the Upper Peninsula of Michigan. Containing 1,870 acres of which 140 acres are federally owned lands and 1,730 acres are non-federal lands, the park preserves the natural and cultural resources related to the copper mining industry of the Keweenaw Peninsula in perpetuity and makes this valuable part of America's heritage available to nearly 250,000 visitors each year for their experience, enjoyment, understanding, and appreciation.



Keweenaw National Historical Park is a nontraditional national park: it was established with the intent that the park would be operated largely through cooperative partnerships, utilizing the grassroots community support that was the motivating influence behind the park's establishment. A major portion of the park's interpretive efforts are implemented through those partnerships.

As noted above, the park has very minor ownership of the lands encompassed by its boundaries, yet it influences regional preservation and interpretation efforts across a 50x100 mile area surrounding its legislated boundaries. The vast majority of its lands is in private ownership, and is intended to remain in private ownership. The park acquires only those properties that are in imminent danger of loss through deterioration or development, and are germane to the park's mission.

Additionally, the park has the only permanent, citizen-based Advisory Commission in the National Park System. This relationship with the Advisory Commission emphasizes the importance of the partnership premise upon which the park was established.

Keweenaw National Historical Park is still a young park by NPS standards. In the twelve years since its establishment, a foundation has been laid for its future development. While the intangible aspects of its development are more difficult to perceive, its visible development is starting to become evident to visitors and its neighboring communities. The park has established formal relationships with local governmental units, state universities, and local nonprofit and for-profit organizations. A majority of the park's resources are expended on providing technical assistance to a broad range of park partners that share the park's preservation ethic. One such partner is the Main Street Calumet program, which emphasizes economic revitalization through historic preservation, both of which are primary interests of the park.

MISSION OF NATIONAL PARK SERVICE AT KEWEENAW NATIONAL HISTORICAL PARK

The mission of the National Park Service at Keweenaw NHP is rooted in and grows from the park's legislated mandate found in Public Law 102-543. Our mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

It is the mission of the National Park Service to preserve, protect, and interpret the natural and cultural resources of Keweenaw National Historical Park relating to the copper mining industry for the enjoyment and benefit of current and future generations through cooperative efforts and partnerships with state and local governments, public and private entities.

LEGISLATIVE INTENT

The law creating Keweenaw NHP mandated the National Park Service to:

- preserve, protect, and interpret the story of hard-rock copper mining on the Keweenaw Peninsula
- to accomplish this through the use of partnerships throughout the community and the region

Therefore, the purpose of Keweenaw NHP is:

"(1) to preserve the nationally significant historical and cultural sites, structures, and districts of a portion of the Keweenaw Peninsula in the State of Michigan for the education, benefit, and inspiration of present and future generations; and

(2) to interpret the historic synergism between the geological, aboriginal, sociological, cultural, technical, and corporate forces that relate the story of copper on the Keweenaw Peninsula."

SIGNIFICANCE

The primary significance of Keweenaw NHP can be summarized as:

- The geologic events that formed the Keweenaw mining district include some of the oldest and largest lava flows on earth resulting in the largest deposits of elemental copper currently known to exist.
- Archeological sites on the Keweenaw Peninsula contain remnants of the oldest known metal mining activity in the western hemisphere, dating from about 7,000 years ago.
- The copper mines of the Keweenaw played an important role in the history of the United States.
- Copper mining on the Keweenaw Peninsula pioneered technological advancements that were used for mining throughout the world.
- Calumet & Hecla (C&H) and the Quincy Mining companies are prime examples of the rise, development, and eventual decline of the copper mining industry on the Keweenaw.
- Between 1843 and 1924 the mining companies actively (and selectively) recruited people from more than 30 distinct ethnic groups throughout the world to work the copper mines.
- The architecture and municipal design of Calumet, MI is evidence of the corporate-sponsored community planning and paternalism that was unprecedented in American industry, and continues to express the heritage of the district.
- Keweenaw NHP contains an outstanding assemblage of cultural landscape features, structures, artifacts, and archives relating to 19th century copper mining operations.

KEY EXTERNAL FACTORS AFFECTING PLAN'S ACCOMPLISHMENT

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Keweenaw National Historical Park's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

Financial Considerations

As would be expected of a federal agency, the degree to which the park can successfully meet its mission is partially dependent on its annual appropriation from Congress, including funding for specific projects. The park has received appropriate support from its Congressional delegation and their colleagues, and anticipates continued support for its developmental progress. Much of the park's continued progress toward preservation and interpretation is dependent on such financial support. Of particular concern is the ability of park partners to solidify their respective financial foundations. This ability, or lack thereof, could impact the park's efforts dramatically. The park has utilized Cooperative Agreements in the past to mitigate the effect of minimal financial resources available to partners; the park's Advisory Commission, however, needs to be fully funded to provide the necessary assistance for non-federal partners to participate in fulfilling the park's mission.

Contaminated Lands

The very nature of the mining activities that the park is charged with preserving presents an ongoing environmental challenge. The park is working with Congress to revise legislative restrictions, which currently hamper the park's ability to acquire lands and structures that are important to the mission. Funding from sources external to the National Park Service could assist in mitigating contaminated lands, but this would require strong interagency support and cooperation, both from the federal level (EPA) and the state level (MDNR/DEQ).

CONSULTATION IN PLAN PREPARATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. Keweenaw NHP's Strategic Plan was developed in consultation with the park's management team and subject matter experts, taking into consideration the input from the park's Advisory Commission and park stakeholders during the General Management Plan process and the current Resource Stewardship Plan process.

Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Frank Fiala, Superintendent

Tom Baker, Management Assistant (author of final plan and the park's GPRA Coordinator)

Charlie Masten, Chief of Preservation Services

Steve DeLong, Landscape Architect

John Rosemurgy, Historical Architect

Abby Sue Fisher, Chief of Museum, Archives, and History

Brian Hoduski, Museum Curator

Kathleen Harter, Chief of Interpretation & Education

Betsy Rossini, Administrative Officer

Kathy Baker, Budget Analyst

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 27, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a05

Park/ Program Goal ID Number: 1a05

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other historic structures

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 2 of 5 (40%) of Keweenaw National Historical Park's historic structures not listed on the current List of Classified Structures are in good condition.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

*Total # Units in
Baseline:*

5

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

Through continued technical and design assistance, park partners' historic structures will be brought closer to the standard of good condition, thereby improving the historic fabric essential to the preservation of the area's copper mining heritage. Assistance will take the form of plans, reports, and treatment recommendations for preservation of historic structures not owned by the National Park Service but integral to the park mission. Specific projects include the completion of the stabilization of the Quincy Boiler House and Engine House, the completion of the Village of Calumet Historic District Commission Design Guidelines, and the implementation of the Calumet Main Street assistance program. In addition, the park will supervise the stabilization of three wood frame structures owned by the Quincy Mine Hoist Association. Additional preservation projects are contingent on funding.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1a07

Park/ Program Goal ID Number: 1a07

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Cultural Landscapes

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 2 of 5 (40%) of Keweenaw National Historical Park's cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

Baseline
Year:

2004

Target
Year:

2008

Performance Indicator
(what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in
Baseline:

5

Status in Base
Year (# Meeting
Condition):

0

5-Year Results Plan:

The five-year plan will see the rehabilitation of the Union Building landscape accomplished. The park signage plan, including signage for park partners, will be developed. Documentation and management of vegetation continues within its annual cycle. Technical assistance is provided to park partners as needs arise. Development and maintenance of the park's GIS mapping program continues. In year three work begins on the development of the Quincy Cultural Landscape Report, Part I (History, Existing Condition, Evaluation). Development of the Quincy Cultural Landscape Report, Part II (Treatment) begins in year four. In year five, in addition to the annual vegetation management, technical assistance, and GIS mapping work, development of the Calumet Cultural Landscape Report, Part I will begin.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia5

Park/ Program Goal ID Number: Ia5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

47% of historic structures on the current List of Classified Structures are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 1 of 10 (10%) of Keweenaw National Historical Parks historic structures on the current List of Classified Structures are in good condition.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

*Total # Units in
Baseline:*

10

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The five-year plan starts with securing contractors and supervising the Keweenaw History Center (KHC - the former C&H Public Library) fire suppression system, and managing the comprehensive exterior rehabilitation of the Union Building. Other work involves minor interior improvements to the first floor of the Park Headquarters east wing to accommodate office use. The restoration of exterior features of the Quincy Pay Office and interior life safety improvements to the KHC will constitute the second year's emphasis. Additionally, on-going cyclic maintenance and care of park historic structures will continue. More comprehensive preservation projects are contingent on funding.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 16, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a6

Park/ Program Goal ID Number: 1a6

NPS Servicewide Goal Description (Mission or Long-term Goal text):

75.5% of preservation and protection standards are met for park museum collections .

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 149 (66%) of 227 applicable preservation and protection standards for Keweenaw National Historical Park's museum collections are met.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Applicable standards

Unit Measure:

Each standard

Condition (Desired):

Standards meet

*Total # Units in
Baseline:*

74

*Status in Base
Year (# Meeting
Condition):*

21

5-Year Results Plan:

Of the 6 facilities listed on the 2004 Checklist, the park owns 5. It is anticipated that the park will own more historic structures by 2008. As park planning solidifies, we hope to correct more deficiencies, even though it is likely the number of deficiencies and applicable standards will increase in the future. In the meantime, staff will continue to upgrade storage, work toward facility improvements where collections are stored and exhibited, and maintain standards through regular IPM, housekeeping, and environmental monitoring.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 17, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b01

Park/ Program Goal ID Number: 1b01

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other NR data sets

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 25% primary Keweenaw National Historical Park natural resource inventories identified in a Resource Stewardship Plan and General Management Plan are completed.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

Acquired

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park has submitted a PMIS project statement (#86708) to initiate a vegetation study for approximately 130 acres of park-owned lands. The project has received Region-Review and is awaiting WASO-Review. The project is programmed to be completed in FY06. The park is currently in the process of developing a Resource Stewardship Plan within the scope of DO 2.1, which will identify other natural resource inventories to be addressed.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 16, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b02B

Park/ Program Goal ID Number: 1b02B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Cultural Landscapes

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park's cultural landscapes inventoried, but not complete or inventoried to required standards is increased from zero (0) to five (5) landscapes.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number in database

Unit Measure:

Each landscape

Condition (Desired):

Increased

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

KEWE staff will assist MWRO in their efforts to compile a Cultural Landscape Inventory for the C&H General Office Building (Park HQ) and the former C&H Library (Keweenaw History Center) during FY05, and for the C&H Warehouse #1, the Union Building, and the Quincy Mining Company Pay Office during FY06; subsequent years will entail providing information to MWRO to maintain the CLI.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b02C

Park/ Program Goal ID Number: 1b02C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park's historic structures inventoried (but not to required standards) is increased from zero (0) in FY2003 to 10.

Baseline
Year:

2004

Target
Year:

2008

Performance Indicator
(what is measured):

Number updated

Unit Measure:

Each record

Condition (Desired):

Increase

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

5-Year Results Plan:

The five-year work plan commences with the continued development of both the C&H Library HSR and Quincy Pay Office HSR. This work, implemented by KEWE staff, will result in a completed Part 1 (Developmental History comprising historical background, chronology of use, and physical description) for both historic structures. Documentary drawings of the C&H Warehouse #1 will be completed by volunteers (VIPs). These floor plans, elevations, and building sections of existing conditons will be executed in AutoCad and will be included in Part 1 of the HSR for the Warehouse. The second year will consist of continued work on the C&H Library HSR and the Quincy Pay Office HSR. This work will be implemented by KEWE staff and will result in a completed Part 2 (Treatment Plan) and a complete final report for both structues. An architectural feature inventory and condition assessment will be completed by a seasonal technician for the C&H Warehouse #1. Contingent on available funding, the park expects to further HSR research and development as required for successful completion of these reports.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 20, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2A

Park/ Program Goal ID Number: 1b2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Archeological sites inventoried and evaluated are increased by 14.3% (from FY 2003 baseline of 57,752 sites to 66,000).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park archeological sites inventoried, evaluated and listed in the Archeological Sites Management Information System (ASMIS) is increased from zero (0) in FY03 to 100%.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number in database

Unit Measure:

Each site added

Condition (Desired):

Increase

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The park has submitted a PMIS project (#112920) for an archeological inventory and evaluation to be completed through a Cooperative Agreement with a primary park partner. The project will utilize ground sensing equipment and will provide the park with a complete inventory of its archeological resources. Park staff will provide project oversight and review.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2C

Park/ Program Goal ID Number: 1b2C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% of Keweenaw National Historical Park's historic structures on the FY2003 List of Classified Structures have complete, accurate, and reliable information.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number updated

Unit Measure:

Each record

Condition (Desired):

Updated

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The entire work plan consists of continuing coordination of accurate and current LCS data with MWRO.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2D

Park/ Program Goal ID Number: 1b2D

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Museum objects cataloged are increased by 39.6% (from FY 2001 baseline of 42.4 million to 59.2 million). Percent increase in NPS museum objects cataloged

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park's museum objects cataloged and submitted to the National Catalog is increased from 4,803 in FY2001 to 99,108.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number of museum objects
cataloged

Unit Measure:

Each museum object added

Condition (Desired):

Increased

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The park continues to process and catalog both archival and object collections. At the same time, we continue to acquire new collections through donation and salvage. As a result, it is anticipated that our backlog will grow as our objects cataloged increases. Staff will be increasing by 2 FTE in FY 2006 when SCEP employees are converted to full time permanent Archivist and Museum Technician.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 20, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2F

Park/ Program Goal ID Number: 1b2F

NPS Servicewide Goal Description (Mission or Long-term Goal text):

18.7% (72 of 384) of parks have historical research (an approved Historic Resource Study AND an approved Administrative History) that is current and completed to professional standards as of 1985.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Keweenaw National Historical Park's Historic Resources Study (HRS) is complete, but the Administrative History is not completed to professional standards. (50% complete)

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Studies

Unit Measure:

Each park

Condition (Desired):

Updated

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park Historic Resource Study is nearing completion and we anticipate it to be finished in FY 06. The park Historian is conducting archival and secondary source research as well as oral history interviews to contribute to the baseline data needed for the park's Administrative History.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: November 16, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 70% of visitors to Keweenaw National Historical Park are satisfied with appropriate park facilities, services, and recreational opportunities.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Visitor satisfaction

Unit Measure:

percent

Condition (Desired):

Satisfied

*Total # Units in
Baseline:*

4

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

As the park develops its Interpretation & Education program, a great deal of behind the scenes work is occurring: developing and implementing a Comprehensive Interpretive Plan, establishing connections and working relationships with park partners, acquiring external funding sources to implement identified needs, planning and implementing visitor wayfinding, developing interpretive media, and establishing an interpretive and educational presence in the community that meets visitor, community, and park needs.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 20, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor accidents/incidents at Keweenaw National Historical Park remains at zero (0).

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Accidents/incidents

Unit Measure:

Each accident/incident

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

Park staff will be working collaboratively with its partners and Cooperating Sites to mitigate hazards and to educate visitors about safety concerns. Formal risk management plans will be finalized within the Cooperating Sites' standards. Interpretive staff will insert safety-related articles in the annual park newspaper, as well as develop a site bulletin related to visitor safety.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 20, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: Ila2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of servicewide visitor fatalities will be at or below 100 (an 11% decrease from the FY2000 - FY2001 baseline of 112).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor fatalities at Keweenaw National Historical Park will remain at zero.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

Park staff will be working collaboratively with its partners and Cooperating Sites to mitigate hazards and to educate visitors about safety concerns. Formal risk management plans will be finalized within the Cooperating Sites' standards. Interpretive staff will insert safety-related articles in the annual park newspaper, as well as develop a site bulletin related to visitor safety.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: November 24, 2004

DOI Goal ID Number:

NPS Goal ID Number: IIb1

Park/ Program Goal ID Number: IIb1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

87% of visitors understand and appreciate the significance of the park they are visiting

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 70% of Keweenaw National Historical Park visitors understand the significance of the park.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Visitor understanding

Unit Measure:

percent

Condition (Desired):

Understand

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The park's Comprehensive Interpretive Plan is in the final stages of completion and will be available for public and regional comment by the close of FY2005. Such a document will guide the interpretation and education division of Keweenaw NHP for the next five years. This plan will be the foundation for establishing and building an interpretive program at the park.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10A

Park/ Program Goal ID Number: IVa10A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X(TBD) (Y% of Z) of NPS heritage assets are in fair or good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 10 heritage assets in Keweenaw National Historical Park are in fair or good condition as measured by the FCI.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park's FMSS system will provide accurate data for the condition of its cultural and heritage resources.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10C

Park/ Program Goal ID Number: IVa10C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 10 other assets are in fair to good condition as measured by the FCI at Keweenaw National Historical Park.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park's FMSS system will provide accurate data to report the condition of its non-building assets.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 22, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa3

Park/ Program Goal ID Number: IVa3

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% of Keweenaw National Historical Park's employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Employee performance plans

Unit Measure:

Each employee

Condition (Desired):

Linked to goals

*Total # Units in
Baseline:*

15

*Status in Base
Year (# Meeting
Condition):*

12

5-Year Results Plan:

Utilizing the current five-level Performance Appraisal Plan and rating system, all supervisors will ensure that appropriate performance plans are in place for their subordinate employees, and that progress reviews and summary ratings are completed in accordance with bureau policy. A minimum of one Critical Element will be linked to the park's GPRA goals.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 22, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: IVa6A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 3,000.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park employee lost-time injuries is maintained at or below the previous 5-year annual average number of zero (0).

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Incidents

Unit Measure:

Each incident resulting in
injury

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park safety committee will be releasing weekly e-safety messages to All Employees; each monthly staff meeting will include a safety component; the committee will develop three (3) elements of the park's safety plan each year; a Safety Award program will be devised and implemented. All employees' Performance Appraisal Plans will incorporate a Critical Element addressing safety in the workplace.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 22, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: IVa6B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The servicewide Continuation of Pay (COP) hours will be at or below 54,100 hours (a 27% reduction from the FY 1997-2001 average of 73,775 hours).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park hours of Continuation of Pay is at zero (0).

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park safety committee will be releasing weekly e-safety messages to All Employees; monthly staff meeting will include a safety component; the committee will develop three (3) elements of the park's safety plan each year; a Safety Award program will be developed and maintained. All employees' Performance Appraisal Plans will incorporate a Critical Element addressing safety in the workplace.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: IVa6C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS number of employee fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of Keweenaw National Historical Park employee fatalities is maintained at zero(0).

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park will report any employee fatalities through the proper reporting system. To prevent such occurrences, the park safety committee will be releasing weekly e-safety messages to All Employees; each monthly staff meeting will include a safety component; the committee will develop three (3) elements of the park's safety plan each year; a Safety Award program will be devised and implemented. All employees' Performance Appraisal Plans will incorporate a Critical Element addressing safety in the workplace.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: December 27, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Keweenaw National Historical Park has 30 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Park Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

*Total # Units in
Baseline:*

10

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Since Keweenaw NHP was established on a partnership premise, a majority of its resources, including staff time and non-personal services, are dedicated to the development and maintenance of park partnerships. Partnerships will continually be encouraged, developed, and formalized as a matter of course in the park's daily business activities.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: KEWEENAW NHP

Park/ Program Org Code: 6410

Date Last Updated: January 03, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

156 million visitors served by facilitated programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, attendance at Keweenaw National Historical Park's facilitated programs will increase by 10%.

*Baseline
Year:*

2004

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Facilitated programs

Unit Measure:

Each visitor

Condition (Desired):

attended

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park will continue to develop visitor facilities and programs through staff and partner efforts. The park will also continue to research and develop a method for accurately determining the number of visitors that benefit from facilitated programs each year.